

STATE OF WASHINGTON

HUMAN RESOURCE MANAGEMENT REPORT



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Executive Summary

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Key Workforce Successes

The Department of Social and Health Services (DSHS) is the state of Washington's largest governmental agency, with over 17,000 employees. Our labor partners include the Washington Federation of State Employees, Service Employees International Union, and the Coalition. The Department's Executive Leadership Team is emphasizing increasing the diversity of our workforce, to include veterans and people with disabilities, and to develop leadership among our existing and future workforce.

As the state begins to recover from the economic crisis, recruitment and hiring activities in the Department are increasing. During FY13 there were 4,256 permanent appointments, in comparison to 3,044 during FY12. Although these appointments are mostly movement of current staff, not "new employees," it represents a 39.8% increase in this activity. These permanent hires were in the following categories:

- 33.6% - New Hires
- 27.7% - Promotions
- 22% - Transfers
- 15.8% - Other Appointments
- .9% - Hires from Layoff List

The Department is giving particular focus to creating and maintaining an informed, inspired, diverse and engaged workforce by equipping supervisors with the tools needed to hire, develop, and retain productive employees. The goal is to "Hire the right person, for the right job, doing the right things."

To assist in this effort, Talent Management™ was introduced in 2011, with two primary goals in mind:

1. Help supervisors make the best choices as they hire new people and help them to develop to their full potential.
2. Help employees do their work and interact with each other in ways that encourage productivity and engagement, and an appreciation of differences.

In a Talent Management environment, employees are empowered to define and achieve their career goals with support from supervisors and managers. They operate from a clear understanding of their

job duties and responsibilities, and appropriate conduct in the workplace. All are key components to a successful tenure with the Department.

During FY13, DSHS Human Resources completed and/or implemented three Value Stream Mapping projects with agency-wide impacts:

1. **Recruitment** - Implementing recommendations from a June 2012 Value Stream Mapping project that consolidated agency-wide recruiting activities to ensure consistent and timely practices, and adequate candidate pools. This also allowed the agency to expand outreach activities to attract veterans, individuals with disabilities, and diverse communities. The number of candidates who are members of these unique candidate pools increased.
2. **Employee Investigations** – The Value Stream Mapping exercise eliminated waste and streamlined the employee investigations within the Department.
3. **Employee Reasonable Accommodation** – The Reasonable Accommodation process was streamlined resulting in easier access by supervisors and employees.

The DSHS Human Resources Division Labor Relations Unit responded to a variety of grievances, demands to bargain and union requests for information on behalf of the agency. The majority of grievances are resolved at lower levels, avoiding arbitration. Demands to Bargain have increased from an average of three per month to the current average of five per month, and most are resolved prior to litigation. Leadership collaborated with our labor partners to process and resolve union issues on several major issues. No unfair labor practice actions have been filed against the agency in the past year.

We fulfilled our obligation to meet with local labor representatives in Union Management Communication Committee Meetings throughout the state. We have also met with our labor partners on specific issues such as the investigations process and nurse staffing at the state psychiatric hospitals. Agency managers received training provisions of the 2013-2015 Collective Bargaining Agreement to insure understanding and compliance.

An Agency goal is developing and maintaining successful employment relationships between Department leadership and employees through our supervisors. This is accomplished through open communication, clearly identifying expectations and standards, and coaching employees to meet those standards. It also means holding employees accountable for satisfactory job performance and appropriate conduct in the workplace, recognizing when employees meet or exceed those standards, and providing consequences as appropriate when performance and/or conduct is not satisfactory. The focus is to redirect inadequate or inappropriate behavior so employees continue to be a valued asset.

When coaching and counseling fail and formal intervention is necessary, supervisors must address issues that negatively impact the work environment or our customers.

During FY13, Appointing Authorities took 93 recorded disciplinary actions:

45	Dismissals
15	Demotions
33	Suspensions

In comparison to FY12 which recorded 77 disciplinary actions:

43	Dismissals
07	Demotions
27	Suspensions

The 20.7% increase in disciplinary actions between July 1, 2012 and June 30, 2013 indicates an increased knowledge and use of HR tools to take appropriate action in the attempt to turn around and “save” an unproductive employee, or provide appropriate consequences.

Separations during an employee’s review period also increased 30.5% during FY13 with 332 total separations. FY12 saw 144 review period separations. This increase can be attributed to managers/supervisors utilizing separation sooner if an employee is not a best-fit for the position.

Key Workforce Challenges & Areas of Risk

- Ensuring all hiring managers are familiar with recruiting and hiring best practices, reducing the level of agency risk through potentially improper recruiting, interviewing, and hiring.
- Implementing an enterprise electronic database/investigation tracking and management system by the summer of 2014.
- Helping new supervisors understand the importance of using performance planning and evaluation cycles to enhance communications between supervisors and employees; and how to effectively use the automated system.
- Helping labor understand the necessity to contract out some work functions,
- Increasing union requests for information requires expending substantial time and resources.
- Expanding drug and alcohol testing for DSHS employees. Currently, only a small population of “safety sensitive” positions may be tested; management entered into a MOU with the union providing further discussion.

Key Workforce Strategies

- Continue identifying untapped sources, such as social media, to attract qualified candidates nationally.
- Continue coaching hiring managers on recruiting and hiring best practices to reduce risk.
- Continue to assist agency supervisors, managers, and employees by consulting with and providing advice to management representatives on options and strategies to hire, develop and

retain employees that are productive, engaged, and a positive influence on the work environment.

- Encourage supervisors and employees to use the Talent Management website to identify tools that will help each employee be successful in their respective roles.
- Increase the Department's capacity to provide timely and high quality investigations by providing guidance and standardizing processes.
- Pursue legislation that would allow expanded drug and alcohol testing for all employees who are in positions requiring a background check if reasonable suspicion of use on the job exists or an incident has occurred.

Employee Performance

Employee Performance Overview

The following employee performance information includes employees in permanent positions, both Washington Management Services and Washington General Services. The performance reporting period is September 1, 2012 through August 31, 2013.

Performance Measure	Percent	Number of Employees With	Total Employees Measured
Employees with current position/competency descriptions	[73.5%]	[9885]	[13439]
Employees with current performance expectations	[72.0%]	[14202]	[15088]
Employees with current individual development plans	[72.0%]	[14202]	[15088]
Employees with current performance evaluations	[53.6%]	[6474]	[12075]

Employee Performance Analysis

Position Description:

In HRMS, the Position Description Form (PDF) date is tracked against the employee who is in the position. Since the PDF date is only input and tracked in HRMS when there is an employee in the position, it is possible that the actual numbers are higher than what is being reported. This information doesn't reflect PDF's that are current when there is no employee holding the position. Also, when an employee moves from one position to another, if the PDF date is not updated based on the position the employee moves into, it results in reporting less than actual numbers.

Performance Planning and Evaluations:

Historically, DSHS initiated and completed the performance cycle based on employee anniversary dates. However, our completion rate was very unsatisfactory at an average of 38% annually. To improve the timeliness and quality of the performance development and evaluation cycle, the agency initiated a two prong approach:

1. Beginning September 1, 2012, all annual performance cycles begin September 1 of each year and end August 31 of each year. The supervisor and employee must complete all discussions and sign the documents by October 31 following the end of that year's cycle.
2. Beginning September 2012, an automated performance system was implemented, replacing the existing paper system.

Employees' performance expectations are contained within the individual development plan. Our rate of initiated performance development plans increased by 34%, from 38% for the 2011-2012 performance cycle, to 72% for the 2012-2013 performance cycle.

Beginning 2010, performance evaluations were temporarily suspended per Demands to Bargain with multiple unions. However, evaluations for the 2011-2012 performance cycle were reinstated, and covered an employee's performance from their anniversary date up to August 31, 2012. The performance cycle evaluation was completed using the older paper process, and the completion rate was captured using HRMS data. The data shows that completion rates increased from 38% to 53.6%.

August 31, 2013 will be first the time the automated system is used to create the evaluation at the end of the performance cycle, capturing the performance for the 2012-2013 cycle. Although supervisors have until December 1, 2013 to complete the process, our data as of October 1, 2013 indicates 73% of evaluations are either in process or completed. We expect this number to increase by the December 1 deadline.

Employee Performance Future Strategies

Position Description:

DSHS will continue to track the position description completion data locally.

Performance Planning and Evaluations:

- Continue working with vendor to enhance the automated performance system for ease of use.
- Continue to coach and train supervisors on performance management best practices and using the automated system to its greatest advantage.
- Utilize the Talent Management information site to provide ongoing information to managers, supervisors, and employees to enhance current performance and guide toward career goals.

Employee Survey

Employee Survey Strategies

Sixty-six percent of DSHS employees completed the 2011 Employee Survey. They addressed communication, supervisor/manager support, fairness and diversity, job satisfaction, and business practices.

The 2011 survey shows the effects of the greatest economic downturn since the Great Depression. The overall survey trend was downward – reflecting uncertainty, pay cuts, reduced resources, and greater client need. This is consistent with an overall drop in scores for all state employees. In the eleven years that the Department of Social and Health Services has conducted agency-wide surveys, there has never been such a dramatic drop in morale and employee engagement.

The survey results reflect a workforce increasingly anxious and unsure about the future as changes were directed by the legislature and external forces, worn down by changes and increased workload, feeling left out of important communication, and feeling like they have less “say” in the workplace. However, workers continue to be proud of their contribution to society, and to know what is expected of them. Most employees continue to report fair and respectful treatment, especially from supervisors and co-workers.

Overall job satisfaction dropped significantly, accompanied by an increase in negative comments about morale and general satisfaction. These changes appear to reflect a workforce that is discouraged, less engaged, and concerned about high workloads, and lack of staff and resources.

An increase in concerns about communication appears to focus on employee’s access to information about changes and opportunity to suggest improvements. Communication about change is hindered by two factors: (1) the rapid pace of changes as the Department’s programs must swiftly propose cuts and deal with increasing caseloads, and (2) uncertainty among local managers, as decisions are made by the legislature or at very high levels in state government.

Employee engagement dipped below 50% for the first time since the survey incorporated questions regarding employee engagement in 2006.

The best news was that some areas remained relatively high and unchanged. Department employees continue to be proud of their contribution to society, and to know what is expected of them. They respond to current difficult times with suggestions for change. Most employees continued to report fair and respectful treatment, especially from supervisors and co-workers. Fewer concerns about discrimination were reported.

Employee Survey Strategy Outcomes and Analyses

Major administrations and divisions prepared action plans to respond to issues surfaced in the Employee Survey. Each Administration identified three to five focus issues to work on that addressed the findings

of those key themes and identified meaningful strategies which had minimal fiscal impact, but affect change that would improve quality of work life.

Children's Administration

Summary of focus issues:

1. **Disconnect between Leadership and Field: New Commitment.** Overall, Children's Administration (CA) staff felt that "Management" needed work. While this theme became more prevalent across all of DSHS in the most recent employee survey, the CA showed a greater decline in satisfaction regarding management. Specifically staff would like management to have a greater understanding of the nature and scope of their work, to value their work, and cultivate a work environment that is affirming, supportive, and demonstrates intolerance for unfair hiring practices, inequity, intimidation or fear-based management. In addition, staff were concerned about too many big changes in close succession, allowing for no real adjustment to one change before another one rolled out.
2. **Communication.** While employees acknowledge that the Administration had engaged in increased communication, the communication that field staff receives may not be timely or adequate.
3. **Resources.** Employees felt strongly that in addition to having to perform stellar work with fewer staff, they often felt they lacked the basic tools and resources necessary to complete their jobs. Specifically lack of access to agency vehicles and widespread breakdown of computers, copiers, and faxes is hindering work.
4. **FamLink.** Staff continued to express concern over the capacity of FamLink to serve as an effective case management tool.
5. **Immediate Supervisors/Supervisor's Support.** Staff felt that their greatest support came from their immediate supervisor. This perception is especially true among field personnel. Many work units have strong camaraderie, good work/life balance, and good productivity. It was suggested that we take this work unit success model and find ways to operationalize on an agency-wide level.

Aging and Disability Services Administration

Summary of focus issues:

1. **Improving Aging and Disability Services Administration's communication infrastructure to support internal and external communications.** Employees expressed the need for improved communication both to receive more timely, clear and proactive messaging and to increase opportunities to share employee voice to contribute to organizational issues.
2. **Improving quality, frequency and style of communication between direct Supervisors and Employees.** Employees expressed a need for improved communication with direct Supervisors that includes quality, frequency and style of interaction.
3. **Improving Customer Feedback.** Employees gave the most responses in the category of Almost or Never to: "In my workgroup we use customer feedback to improve our work process." These

responses alerted them that it was an opportune time to review their process and communication with customer feedback.

Economic Services Administration

Summary of focus issues:

1. **Improve communications.** Specifically, managers listen and include staff input on decisions affecting work; encourage staff to come up with better ways of doing things. The survey comments indicated that some staff would like their manager to proactively share Economic Services Administration (ESA) and DSHS information (changes, vision, topics for discussion at ESA's Extended Leadership Team) and issues in ESA Divisions in a timely manner. Consistent with the 2009 results, staff are of the opinion that there is a lack of transparency in decision-making. It is clear staff feel most comfortable and confident in the decisions made at a local level.
2. **Utilize customer feedback, technology and/or Lean strategies to improve work processes.** Change is constant and an unstructured approach to designing, implementing, and correcting work processes leads to confusion about roles, responsibilities, and identity. ESA desires a systematic approach that aligns with the mission, vision, and values, is transparent, and engages staff in the process. Staff felt they had little or no opportunity to provide input on important decisions, especially those that directly impact their work.
3. **Provide employee recognition for a job well done.** Staff morale was low and budget reductions resulted in less people doing more work. ESA staff is the driving force in their effort to provide assistance, safety, and well-being for individuals and families in this state. ESA staff overwhelmingly responded with feedback on how they enjoy helping people, making a difference and realize they are a critical link in realizing the DSHS mission.

Juvenile Rehabilitation Administration

Summary of focus issues:

1. **Information Sharing.** Employees reported concerns about receiving clear information on changes within the agency. Some specific comments included: a gap in communication between managers and the staff in the field; a feeling that the agency is in a constant state of change; and a need for a more collaborative approach.
2. **Use of Customer Feedback.** Many employees did not think the Juvenile Rehabilitation Administration (JRA) was using customer feedback to improve their work. The youth and families they serve have much to say about the work they do.
3. **Measuring Success.** Measuring success and improvements is an important part of telling the story of what they do as an organization. Staff reported that they were not clear about how JRA measures success.

Division of Vocational Rehabilitation

Summary of the issues:

1. **Communication processes and decision making.** There was a significant drop on this issue from the 2009 survey. The period since the 2009 survey had unprecedented changes impacting all state employees, such as: temporary lay-offs, hiring freezes, mandatory program reductions, etc. In addition, for some staff, organizational changes within the Department that resulted in a consolidation of resources have been perceived as a threat to the DVR program's integrity, autonomy, and functionality. At the same time the underlying uncertainty created by the state's economy created anxiety and hardship for many DVR customers and staff.

Information System Services Division

Summary of focus issues:

1. **Having opportunities at work to learn and grow.** Providing growth opportunities and effectively using time and talent are essential for attracting, developing, and retaining an excellent workforce. Their results dropped while matching their 2006 response.
2. **Using customer feedback to improve our work processes.** Their results dropped from their 2009 results. While teams within ISSD have varied approaches to gathering and using customer feedback, their newly implemented consolidated help desk may provide an excellent division-wide opportunity for surveying customers and gathering valuable feedback to improve their business processes.
3. **Receiving clear information about changes being made within the agency.** Their response rate was down from the 2009 survey, although there was an increase in comments indicating a need for better communication.

Human Resources Division

Summary of the issues:

1. **Opportunities to learn and grow.** Employee development is a shared, ongoing responsibility. Employees want and need the chance to learn and grow through opportunities to promote, transfer and voluntarily demote into other positions. When these opportunities are not available, cross-training, job-shadowing, developmental job assignments and other creative ways that allow an employee to increase and enhance their skills and abilities is essential to incorporating the principles of Talent Management for each employee. While it is important that we have subject matter experts in human resources, it is equally important that we expand that expertise among our workforce, building depth and capacity to better serve our customers.
2. **Recognition for a job well done.** Recognition is an important part of an employee's work-life and managers and supervisors must strive to recognize when it is time to acknowledge and thank employees for a job well done. With the temporary layoff days and salary reduction, and ever-increasing demands on their time, recognition is a way to demonstrate to employees what

they do is noticed and appreciated. With overall job satisfaction reflecting a concerning decrease over the 2009 survey, it's clear that more work needs to occur in recognizing, valuing and celebrating the efforts and successes of our staff. In an environment with ever-changing priorities, reduced budgets and looming deadlines, focus easily shifts from recognizing employees for their accomplishments to concentrating on the task at hand. While formal recognition of staff achievements is very important, we must continue to focus our efforts not only for extraordinary achievements, but most importantly on more frequent informal recognition opportunities.

3. **Communication.** In the past two years, HRD has made great efforts to increase upward communication, and to solicit input from employees on proposed changes. In the HR function, communication is critical to success. In an organization as large as DSHS, ensuring the right message has gone out to the right audience is important not only for information sharing purposes, but also so that staff understand how the work assignments they are given fit into the Department's overall mission, goals, and direction. Employees need to know what is happening in order to feel a sense of connection and receiving clear and accurate information in a timely manner reinforces their sense of connectivity.
4. **Use Customer Feedback to Improve Work.** We are a customer-driven organization and customer feedback is certainly one way to assess how work processes impact our customer's ability to complete actions timely and efficiently. Clear and efficient work processes allow supervisors and managers to confidently and effectively manage their human resources.

As a result of action plans, progress reports are submitted quarterly to report on results. Action Plans and updates are posted at <http://www.dshs.wa.gov/rda/research/actionplans/default.shtm>.

Affirmative Action Plan

Affirmative Action Plan Contact

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Policies

The Washington State Department of Social and Health Services is committed to full and equal access to employment and service delivery programs for all persons without regard to race, color, national origin, sex, religion, creed, age, marital status, sexual orientation which includes gender identity and expression, veteran status, or the presence of any physical, sensory, or mental disability.

This commitment adheres to all state and federal equal employment opportunity and Affirmative Action requirements, and the spirit and intent of the commitment reaches beyond those requirements. Comprehensive efforts to enhance diversity, equity, and inclusion ultimately builds a stronger workforce and renders the Department better able to serve the diverse citizenry of Washington State.

Equal Employment Opportunity and Affirmative Action are at once responsibilities which every DSHS employee must meet and pathways by which we may advance diversity and inclusion. Every DSHS employee is responsible for complying with the laws, policies, and Executive Orders associated with Equal Employment Opportunity and Affirmative Action and to minimize barriers to equity wherever they may exist. Equal Employment Opportunity and Affirmative Action laws, policies, and Executive Orders are also applicable to any contractual agreements held by DSHS.

It is the specific policy of DSHS that persons shall not be discriminated against (in employment or service) because of race, color, creed, religion, national origin, sexual orientation, age, sex, presence of any sensory, mental, or physical disability, or use of a trained guide dog or service animal by a person with a disability, disabled veteran status or Vietnam Era veteran status, recently separated veteran status, or other protected veteran status and (in employment only) because of marital status.

It is a violation of the DSHS Nondiscrimination Policy when inequitable practices, based on the above mentioned factors, occur in service delivery and/or employment. Some of these practices are listed as follows, to:

- Deny services or benefits;
- Refuse to hire or promote;
- Fail to provide appropriate interpreter services, including American Sign Language (ASL);
- Limit access to services because of inaccessible facilities;

- Fail to make reasonable accommodations to allow full participation of persons with disabilities in all programs, activities and services;
- Deny the opportunity to act as a consultant or volunteer, or serve on committees and boards.

DSHS will provide an environment free from all forms of discrimination. Employees are prohibited from engaging in any form of racial, religious, or sexual harassment behavior including jokes, slurs, or innuendoes. This behavior is unacceptable in the work environment and may be grounds for corrective or disciplinary action in accordance with Washington State Collective Bargaining Agreement and Washington Administrative Code.

The policy of DSHS is based on Presidential Executive Orders 11246 (amended) and 11375; Congressional Federal Register (CFR) Title 41, Part 60-2, Revised Order No.4: Title VII of the Civil Rights Act of 1964, as amended; Equal Employment Opportunity governing guidelines, CFR Titles 28, 29, and 43; the Vietnam-Era Veterans Readjustment Act of 1974; Governor's Executive Orders 93-07; 13-01; 13-02; WAC 357-25-005; and Chapter 49.60 of the Revised Code of Washington. In addition, the following represent Department of Social and Health Services administrative policies related to the plan: 7.21 Limited English Proficiency; 18.25 Affirmative Action; 18.26 Reasonable Accommodation; and 18.66 Discrimination and Harassment Prevention.

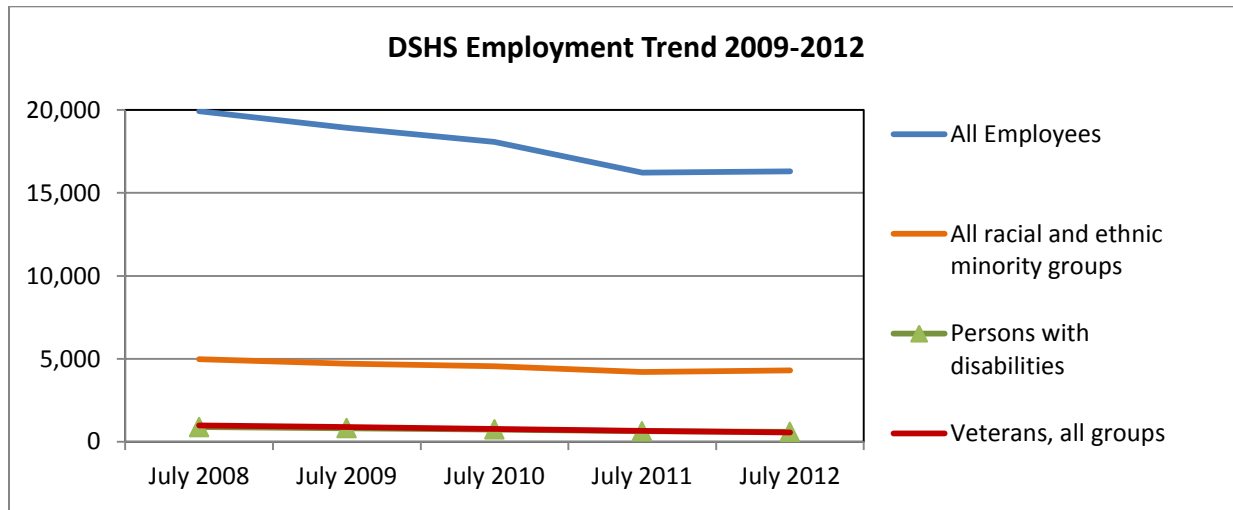
Impact of Prior Strategies

DSHS last revised its Affirmative Action Plan in 2010. A significant reduction in workforce combined with unavailability of accurate census data resulted in national data that was not in alignment with employment trends. In 2013, all state Departments in Washington received notification that affirmative action data would be accessed, compiled, analyzed, validated and reported through the Washington State Office of Financial Management. This new approach, while providing statewide consistency in census data, job categories, workforce availability, and utilization data, may not reflect previous data sets exactly. Thus, 2013 represents what amounts to a new baseline for Affirmative Action data and planning in Washington State as a whole and subsequently to DSHS.

As of 2010, DSHS continued on a recession-driven downward trend in workforce numbers. That trend continued through the most recent fiscal year. From 2008 through 2012 there was a marked decrease in the overall DSHS workforce. Although employees of color, veterans in all groups and persons with disabilities working for DSHS also decreased over the same period, the relative change in these groups has been nominal when compared to the overall decline in DSHS workers.

It is important to note that these trends may not be accurately reflective of the actual workforce as hesitancy of staff to self-disclose race and ethnicity or disability status combined with persons who become disabled after starting their careers impacts data integrity. This combination of inaccurate data inputs and challenges with data conversion and continuity when employees change positions means our workforce distribution may be more a function of underreporting than of underutilization.

Since 2011, the Department has begun to experience a very slow increase in its overall workforce and the number of employees who self-identify in racial and ethnic minority groups has also begun a gradual increase. However, persons with disabilities and veterans in all categories, which represents veterans, Vietnam era veterans, and disabled veterans has continued a gradual decline in numbers. In some areas such as Vietnam era veterans there is expected natural attrition as fewer Vietnam era veterans remain in the workforce over time.



In addition, due to lack of data alignment between current data sets and those in previous affirmative action plans, the planning process for 2013 has changed significantly, as all state agencies are directed to be strategic and focus on a few job categories and population availability groups that represent the greatest underutilization Department-wide. With this change in strategic approach, we have not attempted to align a retrospective of efforts and outcomes based on a previous, different data and scope, with the new Washington State approach moving forward for 2013.

Rather, this plan focuses exclusively on examining current data and identifying strategies and partnerships designed to build a highly talented workforce reflective of the greater population of Washington State.

Key Current Issues

Gubernatorial Priorities:

Governor Inslee has issued two executive orders with regard to increasing opportunities and reducing barriers to employment for persons with disabilities and for veterans, Vietnam era veterans and Disabled Veterans.

Specifically with regard to veterans, the Governor, through Executive Order 13-01 Veterans Transition Support, has directed that each cabinet level agency develop annual veteran employment plans to increase the representation of veterans in their workforce. At a minimum, in 2013, plans will include utilization of veteran job seeker support services available through the Employment Security

Department (ESD), and creation of bridge employment opportunities such as temporary, seasonal, internship, and job shadow assignments.

Moreover, with regard to persons with disabilities, Governor Inslee through Executive Order 13-02 Employment Opportunities and Outcomes for People with Disabilities in State Employment, has charged that state government, as one of the larger employers in Washington, adopt the goal that, by June 30, 2017, five percent of the state work force shall be comprised of persons living with a disability. The Office of Financial Management shall establish new goals at that time until parity is reached with the available workforce.

Throughout all of the administrations within DSHS, self-identification data suggests underutilization of persons with disabilities and of veterans. In an effort to develop a workforce more reflective both of those we serve and of the larger population of Washington State, all administrations within DSHS have agreed to focus on the talent groups of veterans and persons with disabilities as priority populations.

Priority Populations:

DSHS has a series of five core values:

- Honesty and Integrity
- Pursuit of Excellence
- Open Communication
- Diversity and Inclusion
- Commitment to Service

These values drive the Department's service delivery and pursuit of a workforce reflective and understanding of those we serve. Washington State is fortunate to be home to people in many racial, nationality, and ethnic groups, 29 federally recognized Indian Tribes, all ages, people in all socio-economic groups, and who self-identify in all sexual orientations and gender identities. The Department widely recognizes this diversity as one of the strengths of our state and Department and as integral to the resiliency needed and demonstrated by those we serve.

The Affirmative Action planning process is only one aspect of the Department's approach to building a workforce reflective of those we serve. In every case, we believe in finding the best talent for a given role, and we strive to remove barriers to opportunities for individuals wherever they may exist.

The Washington State population has a greater availability of certain racial and ethnic groups with the requisite skills for various job categories than are utilized in the DSHS workforce. All administrations within DSHS have agreed to increase outreach efforts and to identify strategies toward reducing hiring and retention barriers for these populations.

In addition, leveraging the knowledge, skills, and talents of our former servicemen and women is a priority. Veterans, Vietnam era veterans, and veterans with disabilities are vital contributors to our workforce, and continue to be a priority population for outreach and recruitment.

As a Department with administrations, divisions, and programs that exist for the purpose of supporting individuals with physical, cognitive, sensory and mental disabilities, we recognize and value the strengths these professionals bring to our workforce as well. They too remain a priority population.

Process and Infrastructure:

DSHS is the largest Department in Washington State general government and among the larger employers in state government. The Department continually evaluates infrastructure and processes to determine better ways to engage, recruit, develop, and retain a highly qualified and diverse workforce. The following are areas that have been identified for process improvement, many of which already have efforts underway to improve efficiencies and outcomes:

- Review current Human Resource Management System (HRMS) for data accuracy and currency and begin an enterprise-wide process to update data on all personnel who voluntarily provide demographic information.
- Provide direct advisory guidelines to hiring supervisors and appointing authorities about strengthened diverse hiring through the use of accessible outreach, diverse interview panels, and the justification process if necessary in cases where qualified candidates in protected groups are not offered positions.
- Review the justification process entirely to determine if the original objective of the justification letter process is still being achieved or if an entirely new process warrants consideration and development to advance opportunities for and reduce barriers for diverse candidates.

Workforce Diversity Future Strategies

The job categories for employees throughout nearly every DSHS administration with the largest concentration of employees are:

- Professional-Claims Adjudicator
- Professional-Social Services
- Paraprofessional

In addition, there are five administration-specific job categories that warrant focus.

- Services and Enterprise Support Administration-Professionals-Information Technology
- Services and Enterprise Support Administration-Skilled Craft
- Aging and Disability Services Administrations-Professional-Medical
- Economic Services Administration-Professional Investigator
- Juvenile Justice and Rehabilitation Administration-Professional-Protective Workers

The 2013 DSHS Affirmative Action Plan will place the most concentrated efforts on recruitment of highly talented diverse candidates in the top three aforementioned job categories and in the Administration-specific categories where appropriate and prudent. There are cases in which some underutilized populations may not be appropriate for large scale recruitment efforts in specific job categories. In the

case of Protective Service Workers, persons with severe disabilities may not be the most appropriate in institutional settings where staff must be prepared to intervene in violent situations. In cases such as these, the Department may never achieve full utilization of the available workforce population. The safety and security of our clients and staff supersede efforts to have a workforce fully representative of our community only in very specific cases such as this.

As indicated above, some administration divisions within DSHS may have areas of work focus so specific that the enterprise-wide work categories will have little reach in these smaller subsets of the Department. The Information Systems Services Division (ISSD) is one such example. The vast majority of professionals in ISSD are included in the Professionals-IT category. Specific strategies to attract talent in populations of focus may be included where specific job category emphasis outside of the enterprise-wide plan is indicated.

Job categories that include fewer than 100 employees are not prioritized for Affirmative Action planning. Moreover, the Washington State Office of Financial Management advised against prioritizing the highest echelon of employees for Affirmative Action planning in the first year of this new model. The Department recently completed the full review of all Washington Management Services positions as required of all state agencies. For this reason, identifying and classifying all 1,149 DSHS employees who are members of the Officials and Administrators job category is not possible in a timely manner. State agencies have been advised to withhold plans for this job group until 2014 or later. It is important to note that across DSHS there is successful utilization of all populations of focus in this job category with the exception of veterans and persons with a disability.

Priority Populations and Emphasized Job Categories:

The following table illustrates the job categories identified above as well as all of the populations of focus working in those categories. The percentage indicator shown in each cell represents utilization percentages. This translates to a percentage of employees from the total available pool of people in the civilian workplace who doing similar work (either currently employed or employed within [the last year]) and represent the particular demographic designation shown.

The red fields show that DSHS is significantly underutilizing qualified individuals who represent the population listed on the left and in the job categories indicated across the top of the table. A red marker means that the Department is utilizing less than 80% of the available workers in a given population for a given job category. A yellow marker means that the Department is using less than 90% but more than 80%. A green indicator means that the Department is using 90% or more of the available population.

At a glance, the groups who experience the most significant underutilization in the most job categories are veterans and persons with a disability. The racial and ethnic group with the most significant underutilization is Asian/Pacific Islanders in the Information Technology category with only 58% utilization as well as in the Skilled Craft category. Native American/Alaskan Natives show underutilization in both the professional social services, paraprofessional, and skilled craft categories and Hispanic/Latino are underutilized in the Medical, paraprofessional category and in the skilled craft categories.

There is marked underutilization in the Skilled Craft category; however, this job category is featured in the plan specifically because the Affirmative Action practitioners believe that this category has significant data discrepancies that warrant further investigation, as mentioned previously. Since nearly all of the skilled craft workers in DSHS appear under the Services and Enterprise Support (SESA) it suggests that those employees are likely employed by other administrations and erroneously remain in the SESA category. At present there is likely a handful of skilled craft employees under SESA but not the 212 currently attributed to that administration.

**DSHS Affirmative Action Utilization Table
Designated Job Categories**

Job categories	Professional - Claims Adjudicator	Professional - Social Services	Paraprofessionals	Administration-Specific Focus	ADSA-Medical Professionals	SESA- Professional - IT	SESA-Skilled Craft	ESA-Professional- Investigator	JJRA-Protective Service Workers
Head count (DSHS Totals)	2,137	4,802	3,100		1,151	546	270	926	410
Women	123.7	98.5	74.2		100.0	163.6	71.3	196.7	116.0
Men	61.4	103.8	235.0		100.0	83.2	101.7	51.5	95.6
Total Persons of Color	159.7	122.5	135.5		144.3	82.3	35.4	102.8	162.1
Hispanic/Latino	191.7	125.1	69.5		59.2	135.1	14.8	90.0	98.2
African American	239.9	162.9	245.1		324.1	183.1	103.5	138.5	342.1
Asian/Pacific Islander	104.2	106.7	128.3		143.4	58.7	52.9	114.1	80.2
American Indian/Alaskan Native	164.8	75.4	75.1		128.5	194.2	36.4	59.9	105.6
Caucasian	86.6	94.3	89.1		91.0	106.6	118.2	99.4	84.5
Veterans	47.8	53.1	68.1		85.9	171.1	211.6	98.5	171.5
Vietnam Era Veterans	53.9	66.9	52.8		100.0	233.1	314.3	134.2	103.5
Disabled Veterans	50.4	43.3	37.2		60.1	84.5	85.5	66.5	112.6
Persons with a Disability	27.1	42.7	39.4		27.1	90.1	64.1	54.9	21.0

Utilization: How much the state agency workforce reflects the diversity of the Washington State population doing similar work.

≥ 90%	Population meets or exceeds utilization rate
> 80% to <90%	Population is underutilized
≤ 80%	Population is significantly underutilized

Job Groups:

- Professionals-Claims Adjudicators (2,137 employees or 13% of the total DSHS workforce)
- Professionals-Social Services (4,802 employees or 28% of the total DSHS workforce)
- Paraprofessionals (3,100 employees or 18% of the total DSHS workforce)
- Targeted Administration-specific job categories where underutilization of populations of focus exist:
 - Aging and Disability Service Administrations (ADSA, encompasses, Aging and Long Term Support Administration, Developmental Disabilities Administration and Behavioral Health and Service Integration Administration): Professional-Medical. (1,151 total DSHS-wide with 1,092 employees in ADSA or 15% of the ADSA workforce).
 - Juvenile Justice and Rehabilitation Administration (JJRA): Protective Service workers (410 total DSHS-wide, with 355 employees in JJRA or 23% of the JJRA workforce)
 - Services and Enterprise Support Administration (SESA): Professionals IT (546 total DSHS-wide, with 148 employees in SESA or 12% of the SESA workforce)
 - Services and Enterprise Support Administration (SESA): Skilled Craft (270 total with 212 employees in SESA or 17% of the SESA workforce)¹
 - Economic Services Administration (ESA): Professional-Investigator (926 total DSHS-wide with 876 employees in ESA or 20% of the ESA workforce)

As an enterprise, the Department will place the greatest emphasis on those job categories with the largest percentage of the DSHS workforce. Administrations with large groups of workers in selected job categories will benefit from the enterprise-wide infrastructure, process, and recruitment strategies and are further developing specific plans to increase utilization in administration-specific job categories where indicated.

Outreach, Engagement and Recruitment:

Persons with Disabilities:

- The Human Resource Division and Office of Diversity and Inclusion will organize the Department's participation in enterprise strategies to correct under-reporting of employees with disabilities. It is anticipated that OFM will publish best practices and guidance by October 31, 2013. Implementation of strategies will begin by December 31, 2013, and results will be tracked/reported by OFM quarterly through June 30, 2014.
- The Human Resource Division will organize the Department's participation in enterprise strategies to recruit from talent pools maintained by state disability service organizations. OFM anticipates that it will publish best practices and guidance by October 31, 2013. Implementation of strategies will begin by December 31, 2013, and results will be tracked/reported by OFM quarterly through June 30, 2014.

¹ Anecdotal and historical information suggests that these employees are in this category erroneously. Human Resources will work to categorize these employees accurately.

- The Department designated Disability Employment Coordinator will organize the Department's participation in the state's Supported Employment Program. OFM anticipates that it will publish guidelines for the program by December 31, 2013. Implementation of strategies will begin by March 31, 2014, and results will be reported in the next Disability Employment Plan. As it pertains to the use of Employment Security Department resources for veterans, we are currently in contact with Local Veteran Employment Representatives (LVER) and Disabled Veteran Opportunity Program (DVOP) representatives to partner with and search for job opportunities. Recruitment will be working in collaboration with LVERs to be a featured employer at WorkSource sites. DSHS has been represented in Vancouver, Spokane, Seattle, Olympia and Pasco WorkSource career events. We will continue to work with these representatives and the Federal Veteran's Administration to assist veterans in their employment search.
- The Office of Diversity and Inclusion will leverage social media sites specific to communities of persons with physical, mental, and sensory disabilities.

Veterans, Vietnam era Veterans, Disabled Veterans:

- The Human Resource Division and Office of Diversity and Inclusion will partner with OFM and Department of Veteran's Affairs to explore DSHS implementation of the enterprise-wide Camo 2 Commerce program within DSHS. The agency designated Veterans Employment Plan Coordinator will organize the Department's participation in the Camo 2 Commerce Program. OFM anticipates that the Pacific Mountain Workforce Development Council (PacMountain WDC) will make program participants available for non-permanent state positions by October of 2013. In Fiscal Year 2014, DSHS will explore placement of approximately 20 non-permanent office and clerical positions and 10 non-permanent paraprofessional positions. Opportunities will be marketed to program participants in accordance with OFM guidelines (anticipated October 2013). Utilization of the program and subsequent permanent hires will be tracked quarterly.
- The Department appointed a representative and alternate to the Veterans Employee Resource Group (VERG). OFM anticipates that the VERG will focus its efforts for FY 2014 on retention of current veterans in the state workforce. DSHS will participate in and support VERG initiatives as appropriate, and monitor veteran turnover quarterly.
- DSHS recruiters are being trained to use the WorkSource resume bank and job posting site. They are also being trained to work with the Employer Support of the Guard and Reserve program and post jobs on the H2H.jobs site geared for the National Guard, reserve and veterans.
- Recruiters participate in the Army Career and Alumni Program Networking events on a monthly basis. Recruiters will soon be networked with many career counselors on Joint Base Lewis McChord (JBLM) and Fairchild AFB. The recruitment team is working to increase our presence on bases and at local Veteran Service Organizations in the community.
- The Department recruiters attended career events hosted at JBLM, Fairchild AFB, Bangor Naval Base, Camp Murray, and several reserve service centers and armories in the state. Military events typically have a built in diversified population. All DSHS employment opportunities are

made available to job seekers. Particular attention is given to Social Service Specialist, Information Technology, Professional Claims and Juvenile Justice job categories.

In addition, recruitment is currently using and planning to use the following strategies and consulting with administrations and programs to reach out to Veterans, Disabled, Asian Pacific/Islander and Native American/Alaskan Native populations.

- Attend local and national hiring events
- Use more targeted On-line job boards
- Provide classroom, professional and cultural organization presentations
- Collaborate with university and college career and multicultural centers
- When possible, promote from within. Train and cross - train bilingual/bicultural staff in entry level positions. It is easier to recruit new staff when they see others like them at every level of the organization: executive/senior management, middle management, and staff levels.
- Attend community-based cultural events
- Partner with Cultural Councils and Commissions
- Leverage the expertise of the Office of Indian Policy for outreach and engagement of Tribal groups and Recognized American Indian Organizations.
- Utilize multiple social media mechanisms to outreach directly to priority populations on social media sites specific to those populations.
- Utilize recruitment professionals as necessary.

Partnerships and/or Collaborative Relationships

- African-American Affairs Commission
- American Indian Health Commission
- Asian Pacific Directors Coalition
- Asians/Pacific Islanders American Affairs Commission
- Centers for Independent Living
- Community Partnership Transition Services Department of Developmental Disabilities
- Department of Enterprise Services
- Department of Veteran's Affairs
- DSHS Division of Vocational Rehabilitation
- DSHS Office of Indian Policy and Indian Policy Advisory Committee
- Employee Assistance Professionals Association
- Employment Security Department - WorkSource program for Veterans
- Executive Women International
- Executive Development Institute
- Financial Executives International
- Governor's Affirmative Action Policy Committee
- Governor's Committee on Disability Issues and Employment
- Governor's Office of Indian Affairs

- Hispanic Affairs Commission
- Human Rights Commission
- Interagency Committee of State Employed Women
- International Facility Management Association
- International Society for Performance Improvement
- Minority and Justice Commission
- Minority Executive Director Coalition
- National Urban Fellows
- Office of Deaf and Hard of Hearing
- Office of Minority and Women-Owned Business Enterprises
- Professional Association Chapters in Washington State (e.g., National Association of Social Workers, School of Nursing, Public Administration and Public Health)
- The Governor's Interagency Council on Health Disparities
- Tribal Governments
- Universities, Vocational and Community Colleges
- Washington Access Fund
- Washington State Department of Veteran's Affairs
- Washington State Developmental Disabilities Council
- Washington State Diversity Council
- Washington State Independent Living Council
- Washington State Rehabilitation Council

Affirmative Action Plan - Veterans

Contact

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Veterans Transition Current and Future Strategies

DSHS Outreach Coordinators currently coordinate with Local Veteran Employment Representatives (LVER) and Disabled Veteran Opportunity Program (DVOP) representatives to partner with and search for job opportunities. Recruitment will be working in collaboration with LVERs to be a featured employer at WorkSource sites. DSHS has been represented in Vancouver, Spokane, Seattle, Olympia and Pasco WorkSource career events. We will continue to work with these representatives and the Federal VA to assist veterans in their employment search.

Centralized recruiters are currently being trained to use the WorkSource resume bank and job posting site. They are also being trained to work with the Employer Support of the Guard and Reserve program and post jobs on the H2H.jobs site geared for the national guard, reserve and veterans.

Recruitment participates in the Army Career and Alumni Program Networking events on a monthly basis and has been for more than a year. Recruiters will be soon networked with many career counselors on JBLM and Fairchild AFB. Recruitment is working to increase our presence on bases and at local Veteran Service Organizations in the community.

In the last two years recruitment has regularly attended career events hosted at Joint Base Lewis McChord, Fairchild AFB, Bangor Naval Base, Camp Murray, and several reserve service centers and armories in the state. Military events typically have a built in diversified population. All DSHS employment opportunities are made available to job seekers. Particular attention is given to Social Service Specialist, Information Technology, Professional Claims and Juvenile Justice job categories.

Strategies for Reaching out to Disabled, Asian Pacific/Islander and Native American/Alaskan Native Populations:

Recruitment is currently using and planning to use the following strategies and consulting with administrations and programs to use the following to reach out to Veterans, Disabled, Asian Pacific/Islander and Native American/Alaskan Native populations.

Partnerships and/or Collaborative Relationships

- Local Veteran Employment Representatives (LVER) and Disabled Veteran Opportunity Program (DVOP)
- Employment Security Department's WorkSource
- Army Career and Alumni Program Networking

- Joint Base Lewis McChord, Fairchild Air Force Base, Bangor Naval Base, Camp Murray, and multiple reserve service centers and armories

Affirmative Action Plan - People with Disabilities

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People with Disabilities Current and Future Strategies

- The Department of Social and Health Services will actively engage existing workers in a process of self-reporting disabilities if they so choose. The Human Resource Division and Office of Diversity and Inclusion will organize the agency's participation in enterprise strategies to correct under-reporting of employees with disabilities. It is anticipated that OFM will publish best practices and guidance by October 31, 2013. Implementation of strategies will begin by December 31, 2013, and results will be tracked / reported by OFM quarterly through June 30, 2014.
- The Human Resource Division will organize the agency's participation in enterprise strategies to recruit from talent pools maintained by state disability service organizations (e.g., DVR, DSB, DAA, and ESD/WorkSource). OFM anticipates that it will publish best practices and guidance by October 31, 2013. Implementation of strategies will begin by December 31, 2013, and results will be tracked / reported by OFM quarterly through June 30, 2014.
- The agency designated Disability Employment Coordinator will organize the agency's participation in the state's Supported Employment Program. OFM anticipates that it will publish guidelines for the program by December 31, 2013. Implementation of strategies will begin by March 31, 2014, and results will be reported in the next Disability Employment Plan. As it pertains to the use ESD resources for veterans - We are currently in contact with Local Veteran Employment Representatives (LVER) and Disabled Veteran Opportunity Program (DVOP) representatives to partner with and search for job opportunities. Recruitment will be working in collaboration with LVERs to be a featured employer at WorkSource sites. DSHS has been represented in Vancouver, Spokane, Seattle, Olympia and Pasco WorkSource career events. We will continue to work with these representatives and the Federal VA to assist veterans in their employment search.
- The Office of Diversity and Inclusion and Human Resource Division will participate in diversity networking events such as the Puget Sound Diversity Employers Network, "Say Hey!" and Goodwill sponsored events.

- The Office of Diversity and Inclusion will leverage social media sites specific to communities of persons with physical, mental, and sensory disabilities.

Partnerships and/or Collaborative Relationships

- Centers for Independent Living
- Department of Developmental Disabilities
- Department of Enterprise Services
- Department of Veteran's Affairs
- DSHS Division of Vocational Rehabilitation
- Governor's Affirmative Action Policy Committee
- Governor's Committee on Disability Issues and Employment
- Human Rights Commission
- Office of Deaf and Hard of Hearing
- The Governor's Interagency Council on Health Disparities
- Washington State Developmental Disabilities Council
- Washington State Diversity Council
- Washington State Independent Living Council
- Washington State Rehabilitation Council